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23 March 1964

MEMORANDUM FOR: Chief, Plans Staff

SUBJECT : Headroom in the Clandestine Services Career Service

1. This memorandum responds to your request and the Inspector General's query concerning the extent of headroom needed by the Clandestine Services for proper personnel management. Headroom for purposes of this discussion may be defined for any given grade as the number of authorized positions in grades higher than the given grade minus the number of personnel in grades higher than the given grade. Headroom thus depends upon changes in number of positions and people in grades higher than the given grade. It may be increased by additions to the number of higher grade positions or reductions in the number of higher graded personnel. It may be decreased by reductions in the number of higher grade positions or increases in the number of higher graded personnel. Thus, attrition, promotion, demotion, recruitment, and changes in numbers and grades of positions comprise the variables which effect headroom.

2. I note also that the Inspector General asks why the CSCS has so much headroom in the upper grades. In actuality, the CSCS has less headroom than most other Career Service Groups. As of 1 January 1964, the figures are as follows:

Headroom for Promotion*

<u>To Grade</u>	<u>CSCS</u>	<u>IDS</u>	<u>DDI</u>	<u>DD&T</u>
15	5%	11.6%	11.3%	45.6%
14	13.3%	9.7%	22.3%	51.5%
13	37.1%	20.1%	35.4%	86.6%

3. The answer to the question as to the amount of headroom needed is that the Clandestine Services Career Service (or any other) needs headroom sufficient to provide grade advancement of its Careerists at a reasonable rate. It has generally been acknowledged that the truly competent

*Expressed in terms of percentage of officers in next lower grade who may be promoted based on available spaces.

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officer should be given the opportunity to advance from GS-09 (comparable to completion of JOT training) to GS-14 or GS-15 in about 20 years. It is recognized, however, that some officers will level off in the middle grades and that some will leave the CS before completing their career.

4. Annual attrition in the clandestine Services at the middle and higher grades is low--less than 5%. Although present rates of promotion are lower than those of most other Career Services, the headroom for promotions to GS-14 and above is rapidly diminishing. Promotions to GS-14 will have to be cut back in 1965 and thereafter. Promotions to GS-15 and the Supergrades have been reduced in rate this year. Current rates for promotion to GS-13 can be continued until about 1966 and to GS-12 for several years thereafter. Attrition (unless early retirement comes to the rescue) will not increase sufficiently until 1968-69 to re-establish rates for promotions to GS-14 and above comparable to those cited in paragraph 5.

5. In conclusion, the CS has sufficient headroom for promotions to GS-13 and below; there is insufficient headroom to permit a reasonable rate of advancement to GS-14 and above. Promotion rates in effect the last two years in the CS have provided what has been considered a reasonable rate of advancement and can serve as a rough index of headroom considered desirable on a continuing basis.

<u>Promotion to</u>	<u>1962-63 Rate</u>
GS	10%
GS-15	11%
GS-14	15%
GS-13	17%
GS-12	25%
GS-11	50%

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Chief, Clandestine Services
Personnel Division

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